



Jail Planning and Expansion

Prearchitectural Planning

Local Officials and Their Roles

Site Selection and Planning

Architectural and Engineering Design

Construction

Occupancy



U.S. Department of Justice
National Institute of Corrections
320 First Street, NW
Washington, DC 20534

Morris L. Thigpen
Director

Larry Solomon
Deputy Director

Virginia A. Hutchinson
Chief, Jails Division

Richard Geaither
Project Manager

National Institute of Corrections
World Wide Web Site
<http://www.nicic.org>

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James R. Robertson

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Foreword

This document describes a process to help elected officials and other policymakers develop jail facilities. It outlines all participants' roles, the decisions they make, and the products they create.

The facility development process includes steps to plan, locate, design, construct, and open a new jail—or expand an old one. This process was developed by local policymakers, builders, architects, city and county planners, and criminal justice professionals who have experienced the challenges and rewards of using (or not using) this process firsthand.

The 16 steps of the facility development process are contained within 5 overlapping phases that incorporate both concurrent and consecutive activities: prearchitectural planning, site selection and planning, architectural and engineering design, construction, and occupancy. The discussion of each of the 16 steps lists the major work activities and the products developed. Accompanying tables show the tasks to be performed for each step, which participants perform them, and what actions participants take throughout the process.

Morris L. Thigpen

Director

National Institute of Corrections

Preface

This document was developed to help communities plan and construct new jails and major expansions of existing jails. It provides the framework for understanding the facility development process and the roles and responsibilities of key stakeholders. The document is based on a review of publications and other resources used in NIC's Planning of New Institutions Program, interviews with their consultants, and my experiences as a correctional facility employee and manager from 1972 to 1988, a correctional program specialist with NIC from 1988 to 1990, and a correctional consultant and planner since 1990.

Many individuals and organizations contributed ideas and materials to this document. The following colleagues involved in the Planning of New Institutions Program since 1979 have contributed ideas found in these pages: Gary Bowker, Gail Elias, Gary Frank, Dennis Liebert, Butch Reynolds, Ken Ricci, and David Voorhis. Richard Geaither, correctional program specialist at NIC's Jails Division, is the project manager who initiated the project and has been a reliable supporter and adviser. I want to thank Karin Platt and Carrie Robertson for helping to produce the initial draft. Also, I am indebted to Maggie Pettersen of Aspen Systems Corporation for her patience and guidance in editing the final version of this guide and coordinating its production.

James R. Robertson

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What Is the Facility Development Process?

The facility development process includes the phases, steps, and procedures to plan, design, construct, and open a new jail facility. The same process is also required for the renovation or expansion of an existing jail.

Planning and constructing a jail is more technically complex and costly than most other construction projects—due partly to the special construction materials and systems used to make it secure. Because such a facility also tends to be more expensive to operate than a conventional building, decisions made during the development of such a project have a long-term impact on the community it serves. A participant's ability to influence a change in the project, however, decreases as the process moves from planning to design and construction, when the costs of implementing change increase (see exhibit 1).

This document is intended to serve two primary purposes. It outlines the process elected officials and other policymakers follow when planning, building, and occupying new or expanded jails. It also describes the roles participants play in the process, the decisions they make, and the products that result from the process.

Understanding the process allows those involved to more clearly understand the roles they play in the process. Each participant will feel greater ownership in the project and be able and willing to assume control of the process when appropriate. Ideas can then be readily shared, and the project can be brought to a successful completion.

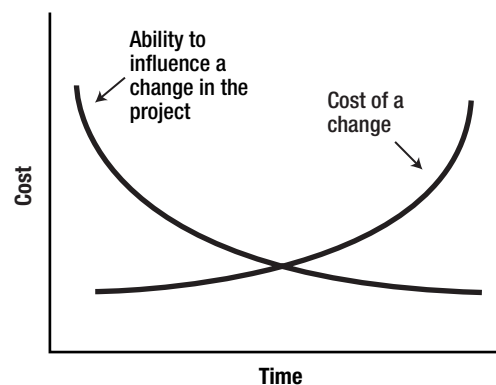
Who Are the Participants?

The types of participants typically involved in the planning, design, and construction of jails include the elected and appointed government officials with

exhibit 1

A Participant's Influence on a Project

A participant's ability to influence the project decreases as the process moves along.



fiscal responsibility for incarceration and corrections activities, facility managers, representatives of judicial agencies, the project manager, the planning committee, the community advisory committee, and consultants, such as technical advisors and specialists. (The titles and positions of participants vary from jurisdiction to jurisdiction.) As an example, exhibit 2 presents the participants in the St. Clair County Jail and Juvenile Facility Project in Port Huron, Michigan.

Each group’s role in the facility development process is briefly discussed below.

Elected and Appointed Officials

Although the terms are not the same from jurisdiction to jurisdiction—county commissioners, supervisors, legislators, freeholders, administrators, and city/county managers—this group of officeholders and lawmakers represents the interest of the citizens by authorizing appropriate funding for law enforcement and detention

services. They must also ensure that these services are provided in the most cost-effective way possible.

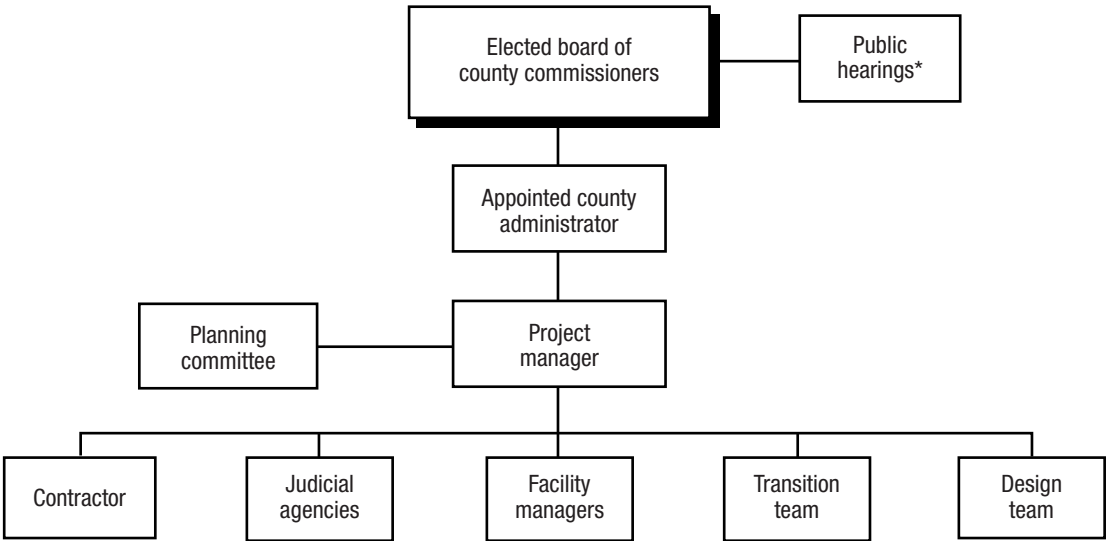
These officials grant final approval to many steps in the planning process, including the program and operational budgets, the use of consultants, site selection, establishment of the community advisory committee, designs, specifications, bidding procedures and documents, contract documents, construction, staffing, and other activities to support and guide the jail’s development and use.

Facility Managers

The facility’s managers—including the sheriff, jail administrator, warden, or director of corrections—must take an active role during the entire facility development process. Facility managers have immediate responsibility for detention and correctional services and are often placed in the difficult position of having to explain past decisions or practices and suggest future approaches.

exhibit 2

Organization of the Planning for the St. Clair County (Michigan) Jail and Juvenile Facility Project



** This project did not form a community advisory committee. Instead, the planners obtained citizen input from public hearings held as part of the county boards of commissioners’ meetings every 3 months during the life of the project.*

Throughout the project, facility managers actively participate in decisionmaking and also collect information to help *other planners* actively participate in decisionmaking. Serving as planning resources, they are often consulted for information and policy interpretation and input to the development of site criteria, schematic design, and contract documents. They also review bids and construction progress and advise on change orders. Finally, facility managers assign staff, coordinate the move, and activate the new facility.

Corrections staff have a tremendous amount of knowledge to contribute to the planning process. Because they are on the front line, they can inform planners about the difficulties they must face daily in the current facility. They ultimately will work in the new facility and will approach their new environment more enthusiastically when they have been involved in its early planning.

Judicial Agencies

Typically, members of judicial agencies—such as the courts, prosecutors, defense attorneys, probation and parole departments, and pretrial services—are asked to serve on an advisory or planning team because each agency has a direct impact on the jail through its policies and practices. Each of these agencies makes many decisions that influence who goes to jail and for what length of time.

Judicial agencies also serve as planning resources and are consulted on matters needing information and policy interpretation. They also provide input in determining the need for consultants, developing site criteria, and producing the schematic design. The agencies that are housed in the new facility help coordinate the move and contribute to the annual facility performance report.

Project Manager

As the hub of all planning, design, and construction activities, the project manager coordinates

the entire facility development process. This person either performs the tasks outlined for each step or delegates the work to another planning committee member or consultant. Responsibilities include monitoring the project throughout the project schedule, attending all critical meetings, and producing the official project record.

A current employee of the jurisdiction with the needed skills and resources, such as a corrections staffer, an engineer, a city or county planner, a county or state architect, or a correctional planner, may serve in this role. A jurisdiction may choose to contract for this service and hire an independent professional consultant. In most cases, the responsibility for selecting a project manager rests with the organization that has fiscal control of the project.

Planning Committee

This committee meets regularly and includes the individuals who will perform most of the planning tasks throughout the facility development process. Members of this committee are chosen from the agencies most affected by the construction of a new facility, such as elected and appointed officials, facility managers, representatives of judicial agencies, and the project manager.

The project manager supports the planning committee and guides it through each step of the facility development process. For example, in step 1, the planning committee helps collect and analyze data about the populations to be housed in the jail for the needs assessment and reviews draft reports prepared by the corrections planning consultant. The planning committee supports and reviews the work of the consultants hired for the project, reviews construction progress, and advises on change orders. Planning committee members also review draft reports, recommend sites for the facility, review the design against the space and functional

program, approve final plans and specifications, review bids, help with the move, and develop the activation plan.

Community Advisory Committee

Community participation in planning is important because the jail belongs to the community it serves; it is not solely the concern of the sheriff or director of corrections. The type of facility a community builds and the way it is used is as much a reflection of community values as it is of local, state, and federal laws.

Active citizen participation by victim advocates, business leaders, the clergy, educators, and elected officials within the community advisory committee is common. Participants who have overall responsibility for the jail, such as county commissioners and the sheriff, should also be represented on the community advisory committee.

The community advisory committee reviews planning committee reports and offers advice, reviews the work of consultants, the schematic design against the space and functional program, bids, construction progress, and the facility's performance. It also advises on change orders.

Consultants (Technical Advisors and Specialists)

Most jurisdictions hire consultants to help with specific tasks throughout the facility development process. Correctional planners, architects, landscape architects, engineers, security and electronics consultants, financial professionals, master planners, energy specialists, construction managers, real estate assessors, geologists, environmental specialists, cost estimators, and food service consultants may be hired to serve as technical advisors and help develop each phase of the project, depending on the required task.

Consultants may collect and analyze data, prepare draft reports and final documents, conduct

evaluations and special studies, prepare documents for approval, and serve as the project manager. More specifically, consultants may develop the site master plan, prepare the schematic design, complete the plans and specifications, manage bidding and negotiations, advise on change orders, and prepare the punch list and as-built drawings.

Although specialists may be involved in and may even perform major tasks, the jurisdiction must control the planning process. Whether or not consultants are used, the process is the same and requires considerable involvement in time and resources from the jurisdiction.

What Types of Decisions Must They Make?

The planning and subsequent development of a new jail constitute a complex and specialized process. The decisions made early in the process have a long-term impact. For example, what may appear to be a straightforward decision, such as purchasing furniture, can be expensive in the total life cycle of the facility.

A lack of organization and role clarification causes decisionmaking to fail. Therefore, throughout the process, project managers must determine what decisions are needed and who has responsibility for making them.

Participants in the facility development process perform one or more of the following actions for the tasks within each step: produce, approve, coordinate, advise, and be informed.

- **Produce.** The participant performs part or all of the task. For example, the individual or committee that produces an item gathers and analyzes the information needed, prepares a draft report, and finalizes the document for approval.
- **Approve.** The participant must authorize or veto a decision before it is implemented. The

person or group also is accountable for the quality of the decision.

- **Coordinate.** The participant takes the initiative in a particular decisionmaking area, develops the alternative options, analyzes the situation, coordinates group activity, and is accountable if no decisions are made.
- **Advise.** The participant must be consulted for specific input and policy interpretation at various times during the project. The person or group serves as a resource for decisionmaking.
- **Be informed.** The participant must be notified after a decision is made but before it is publicly announced. The person or group must be aware of and understand the issue but is not required to provide input.

The exhibits that accompany each of the 16 steps in the facility development process show which of the above actions are performed by the various participants for each task in the development process. For example, exhibit 8 shows that elected and appointed officials such as commissioners approve the planning process.

How Much Time and Money Are Spent on Each Phase?

The 16 steps of the correctional facility development process are contained within the following 5 phases:

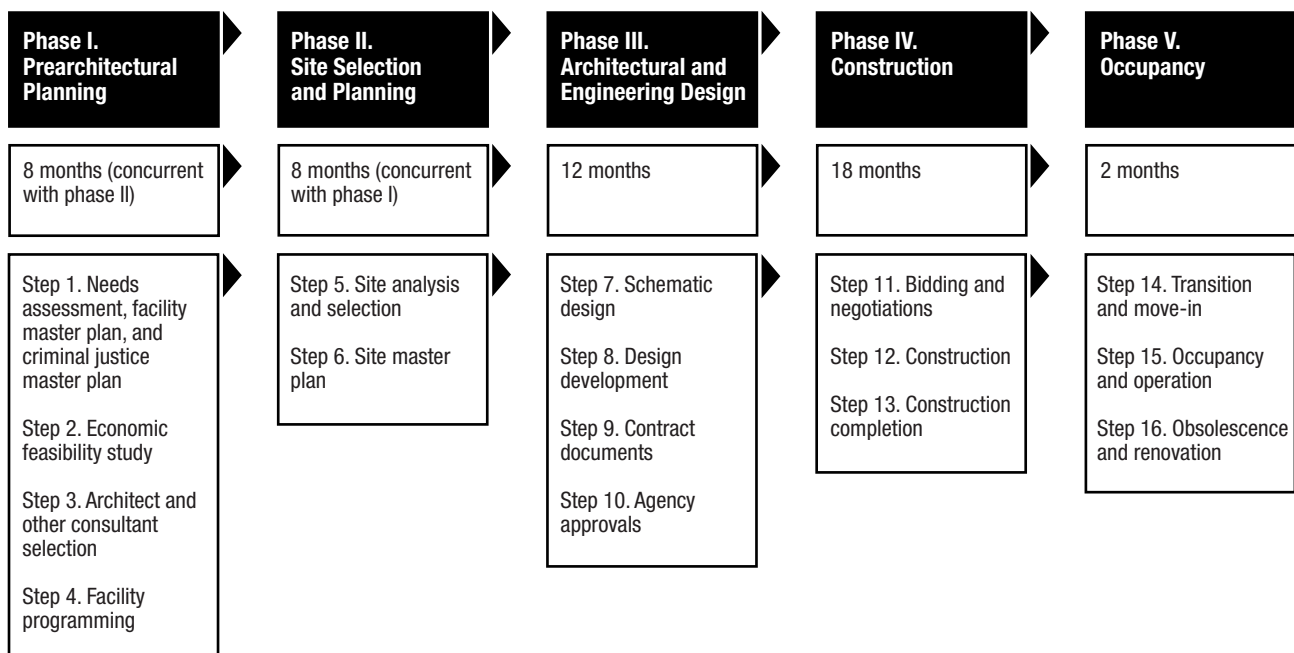
- Phase I. Prearchitectural Planning.
- Phase II. Site Selection and Planning.
- Phase III. Architectural and Engineering Design.
- Phase IV. Construction.
- Phase V. Occupancy.

Although the activities in each phase are distinct, overlap occurs among phases. That is, one phase cannot simply be started and finished without consideration of the previous and subsequent phases. The five phases, steps within them, and estimated number of months to completion are shown in exhibit 3.

A new jail, on average, takes 40 months from planning to occupancy. As expected, construction

exhibit 3

Phases, Times, and Steps of the Facility Development Process



of the new jail consumes the greatest proportion of time in the entire facility development process, as shown in exhibit 4. However, planning and design require significant blocks of time as well. Planning, design, and construction usually can be accomplished in approximately 38 months. However, it is often longer due to the complexity of the process.

The money spent creating a new jail is not just for construction. As shown in exhibit 5, construction is typically 70 percent of the total dollars spent on the project.

include the work of the corrections planner, the design team (architects, engineers, and specialty consultants such as food service, security, and laundry) and the project manager.

The majority of the project budget is for construction, which includes the cost of actual construction, site acquisition and development, fixed furniture and equipment (typically laundry machines, food service equipment, bunks and other housing unit items, and security equipment), profit and overhead for the contractor, and a contractor’s contingency.

exhibit 4

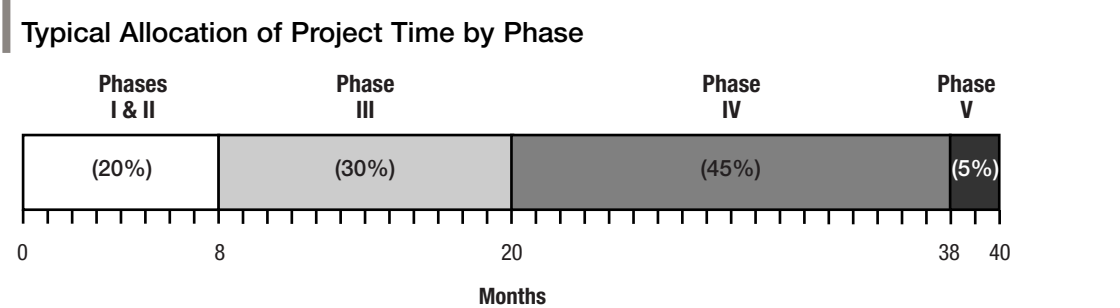
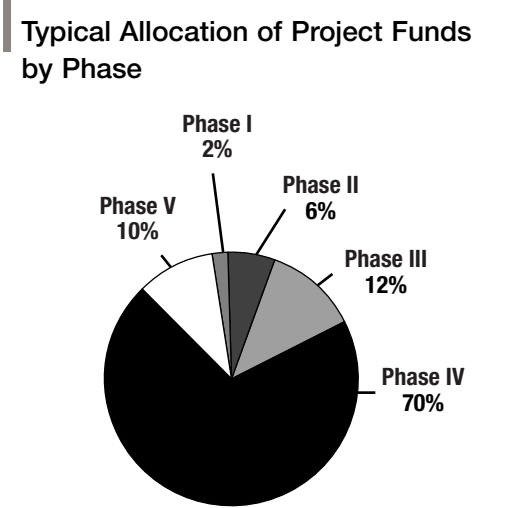


exhibit 5



A separate owner’s contingency must be maintained throughout the project to address any unforeseen costs, such as wetland mitigation, a special code requirement for additional smoke evacuation systems, or change orders that occur during construction. The contingency should be maintained until substantial construction has been completed—typically when construction is 95 percent completed—and can then be substantially reduced through the occupancy period.

The costs to occupy the jail include owner-provided furniture and equipment and the costs associated with the transition team. Typical owner-provided furniture and equipment include facility data and communication wiring (with the contractor providing the conduit), office furniture, linens, inmate uniforms, computer and management information systems (with the contractor providing the security system), a telephone system, staff breakroom furniture, inmate

How Is the Budget Developed?

The project budget includes all of the costs that are necessary to plan, design, locate, construct, and occupy a new jail. Planning and design costs

and staff exercise equipment, training room equipment, and facility signage. Costs for the transition team include the staff assigned both full- and part-time to the team, equipment and supplies provided to the team, a travel budget to tour other projects and attend conferences, and the leasing of office space for the team.

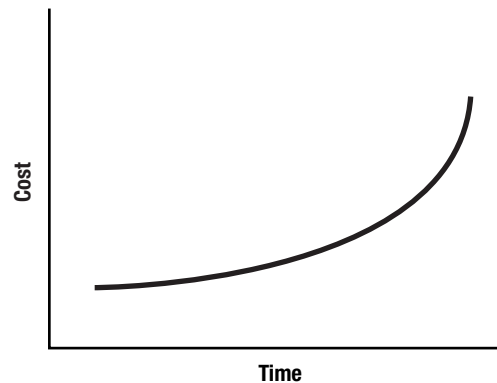
A typical budget might be organized as follows: construction, 65 percent; consultant and permit fees, 15 percent; owner's contingency, 10 percent; and occupancy, 10 percent.

Can Participation by Local Officials in the Beginning Save Money at the End?

Throughout the project, the degree of participation by local officials varies with each phase. Early on, their decisions affect the design of the facility and have a great impact on the outcome of the project. Therefore, local officials have the greatest impact at the lowest cost in the early stages. The cost of change to the project increases more dramatically as time progresses, as shown in exhibit 6.

exhibit 6

Cost of Change Over Time



Phase by Phase and Step by Step

The 5 phases and 16 steps of the facility development process are described next. The major work activities and the anticipated products emerging from each step are listed. Also, for each step, a table outlines the tasks to be performed, the participants performing the tasks, and the type of action each participant takes—to produce, approve, coordinate, advise, and be informed.

Phase I: Prearchitectural Planning

STEP 1

Needs Assessment, Facility Master Plan, and Criminal Justice Master Plan

In step 1, participants will—

- Organize the planning project.
- Establish the advisory committee.
- Review standards and legal requirements.
- Develop a facility mission statement.
- Collect and analyze data.
- Develop and evaluate alternatives to new construction.
- Develop and evaluate alternative sanctions.
- Identify system and facility needs.

This first step of the facility development process is often initiated by those responsible for authorizing appropriate funding for law enforcement and detention services, such as county commissioners and supervisors or city managers. The needs assessment, facility master plan, and criminal justice master plan systematically identify the policy decisions to be made

about the practices and operations of the jail facility as well as the practices of the entire local criminal justice system.

The needs assessment, the first document to be developed, analyzes trends within the criminal justice system and helps direct the facility and criminal justice master plans. Historical patterns in crime rates, arrest rates, facility admissions, and average lengths of stay are examined to determine the impact these trends have on the size and type of the inmate population. Profiling the inmate population establishes their criminal, adjudication, behavioral, social, and demographic characteristics. This data analysis allows the county or city to consider alternative, noncustody sanctions, which are less costly than building more beds in a detention facility. The analysis also identifies the needs of their particular facility and provides information for subsequent steps in the facility development process.

The facility master plan summarizes the policies and practices regarding the operations of the jail. It also includes the mission statement, which clarifies the facility's

Step 1 Products

- A facility mission statement.
- A facility needs assessment.
- A facility master plan.
- A criminal justice master plan.

purpose and defines the goals and objectives of the jurisdiction. The underlying philosophy that reflects the community's values must be established during this step.

Similarly, the criminal justice master plan summarizes the policies and practices regarding the operation of the entire local criminal justice system. This document defines policies concerning how each criminal justice agency carries out its duties and responsibilities, the nature of their relationships to one another, and their responsibility toward managing jail resources.

These two master plans become critical instruments not only for the construction of a new jail facility but also for its operation for years to come.

Elected and appointed officials, facility managers, representatives of judicial agencies, and other participants in the facility development process can see how they "fit" in the development of these documents in exhibit 7. Participants' roles in each task area are spelled out according to the type of action required of them.

exhibit 7

Step 1: Needs Assessment, Facility Master Plan, and Criminal Justice Master Plan

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Planning process	Approve	Advise, approve	Advise	Coordinate	Advise	Advise
Mission statement	Approve	Advise, approve	Advise, approve	Coordinate, produce	Advise, approve	Advise
Needs assessment	Approve	Advise, approve	Advise	Coordinate, produce	Advise, approve	Advise
Master plans	Approve	Advise, approve	Advise	Coordinate, produce	Advise, approve	Advise
Standards and legal requirements	Approve	Advise, approve	Advise, approve	Coordinate, advise	Advise, approve	Advise
Alternatives to new construction	Advise, approve	Advise	Advise	Coordinate, produce	Advise	Advise
Alternative sanctions	Advise, approve	Advise, approve	Advise, approve	Coordinate, produce	Advise, approve	Advise
Data collection and analysis	Advise, approve	Advise	Advise	Coordinate, produce	Advise, produce	Advise
Reporting	Approve	Advise	Advise	Coordinate	Advise	Advise
Use of consultants	Approve	Advise, approve	Advise	Coordinate, advise	Advise, approve	Advise

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all task areas.

STEP 2

Economic Feasibility Study

In step 2, participants will—

- Evaluate existing facilities.
- Evaluate potential uses of the facility in the future.
- Evaluate the cost of alternative solutions.
- Determine the project budget.
- Explore funding sources.
- Evaluate operational costs.
- Forecast staffing numbers and costs.

No city or county can proceed with a jail project that it can neither afford to build nor afford to operate. After the corrections master plan is complete, the economic feasibility of the project must be determined. The economic feasibility study, most often performed by consultants and technical advisors, includes a preliminary budget that reflects the costs of prearchitectural programming, design, site acquisition, construction, and occupancy in addition to the need for special design studies. The feasibility study also explores and reports on funding sources and requirements.

The costs of staffing and operating the new facility are estimated and reported in the economic feasibility study. Analyzing the economic feasibility

Step 2 Products

- A preliminary space program.
- An economic feasibility study.
- A comprehensive project budget.
- Alternative funding applications.

exhibit 8

Step 2: Economic Feasibility Study

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Review of existing facilities	Advise	Advise, produce	Advise, produce	Coordinate	Advise	Advise
Potential uses for the facility in the future	Approve	Advise, approve	Be informed	Coordinate, produce	Advise, approve	Advise
Cost of alternative solutions	Advise, approve	Advise, approve	Advise, approve	Coordinate, produce	Advise	Advise
Budget	Approve	Advise	Advise	Coordinate, produce	Advise	Advise
Funding sources	Advise, approve	Advise	Advise	Coordinate	Advise	Advise
Operational costs	Approve	Advise	Advise	Coordinate, produce	Advise	Advise
Projected staffing numbers and costs	Approve	Advise, approve	Advise	Coordinate, produce	Advise, approve	Advise
Data collection and analysis	Advise	Advise	Advise	Coordinate, produce	Advise	Advise

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

of the project takes place throughout the architectural design phase and continues, at minimum, until construction bids are received. It is only after bids are received that an accurate cost of the building is established.

County commissioners, sheriffs, representatives of judicial agencies, and other participants in the facility development process can see the roles they play in the economic feasibility study in exhibit 8.

STEP 3

Architect and Other Consultant Selection

In step 3, participants will—

- Determine whether consultants are needed.
- Initiate the consultant hiring process.
- Advertise, select, and contract with consultants.
- Manage consultants.

Step 3 Products*

- An architect consultant contract.
- An engineer consultant contract.
- A construction manager consultant contract.
- A correctional planner consultant contract.
- A correctional programmer consultant contract.
- A financial planner consultant contract.

**The county or city may or may not hire the services of these consultants.*

Most jurisdictions do not have full-time staff available to devote to planning and building a new facility, nor do they have staff with the specialized skills required to perform the tasks required for each step. They also may not be able to hire such specialized staff. Therefore, a number of consultants are often used during the various phases of the process. Consultants used

in the early phases include corrections planners, programmers, and financial planners. Architects, engineers, and construction managers are selected as the project progresses. To avoid delays or rushed performance, consultants should be hired early in the process so they have sufficient time to complete their work (see exhibit 9).

Consultants are typically selected through an objective process that uses the formal mechanism of a request for proposal (RFP). Two types of RFPs are available: the open RFP and the invitational RFP.

Open RFP

The open RFP solicits responses from all qualified firms. The county or city establishes basic criteria for the consultant, advertises in appropriate media such as newspapers and trade journals, and accepts proposals from all firms that meet the established criteria.

Invitational RFP

The invitational RFP first issues a request for qualifications to selected firms and then issues the RFP to those on the “short list” of those that qualify. It must be emphasized that consultants need substantial input from key jurisdictional representatives if they are expected to develop workable solutions. A consultant’s approach to the jurisdiction’s needs and openness to the involvement of its representatives is as important to the project as his or her technical skills.

Participants can see the roles they play in selecting architects and other consultants in exhibit 10.

STEP 4

Facility Programming

In step 4, participants will—

- Develop the space and operational program.
- Develop facility scenarios.
- Create the architectural programming.
- Conduct a staffing analysis.
- Estimate the operational budget.

The facility program is a document that tells the architects how the jail will function. It defines

spaces (including adjacent spaces), users, equipment, and furnishings and illustrates the flow of work in each area of the facility. The facility program should clarify the policies and procedures that relate to all the activities discussed in it and describe the desired operation of the new facility.

Exhibit 11 is an example of an operational scenario flowchart for the receiving and discharge area at the Riley County Law Enforcement Center in Manhattan, Kansas.

Facility programming is a prerequisite to architectural programming, which stipulates the physical

Step 4 Products

- Detailed operational scenarios.
- A final space and operational program.
- An estimated facility operational budget.
- A project schedule.
- A final architectural program.

exhibit 9

Consultant Hiring Process

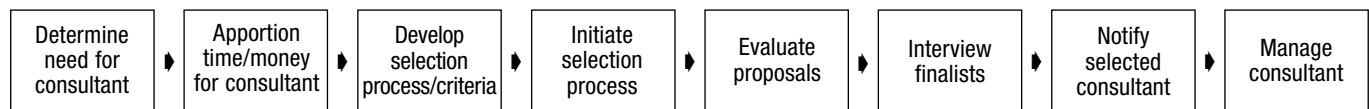


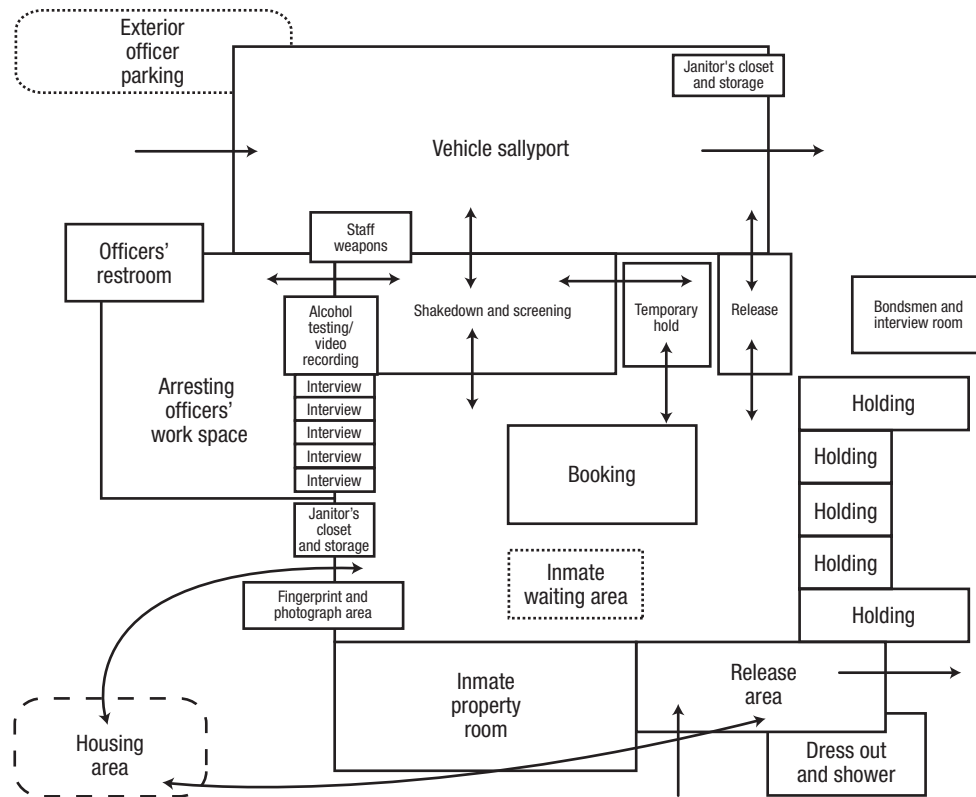
exhibit 10

Step 3: Architect and Other Consultant Selection

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
Consultant need	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Consultant hiring process	Approve	Advise	Advise	Coordinate	Advise	Be informed
Consultant contract	Approve	Advise	Advise	Advise, approve	Advise	Be informed
Consultant management	Advise	Advise	Advise	Produce, approve	Advise	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Sample Operational Scenario Flowchart for Jail Receiving and Discharge Area



spaces needed to support the operation of the jail. Without a program document, the design phase of the project occurs in a vacuum, and the chances of the finished facility meeting the needs of the users are minimal. The facility managers must be actively involved in facility

programming. Because this step can become highly technical, it may require the services of architects or other consultants.

Participants can see the roles they play in facility programming in exhibit 12.

Step 4: Facility Programming

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Space and operational program	Advise	Advise	Advise	Coordinate, produce	Advise	Advise
Facility scenarios	Advise	Advise	Advise	Coordinate, produce	Advise, produce	Advise
Architectural programming	Advise	Advise	Advise	Coordinate, produce	Advise	Advise
Staffing analysis	Approve	Advise	Advise	Coordinate, produce	Advise	Advise
Operational budget	Approve	Advise	Advise	Coordinate, produce	Advise	Advise

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Phase II: Site Selection and Planning

STEP 5

Site Analysis and Selection

In step 5, participants will—

- Advertise for available sites.
- Develop a site selection process.
- Develop site requirements.
- Develop criteria to review all sites.
- Analyze sites based on functional, technical, economic, and political considerations.
- Select and acquire a site.

Site selection is a difficult step in the process and must be approached with care and sensitivity because it has technical,

cost, and political implications. Historically, jails have not been popular, but modern design and technology such as sealed buildings that

reduce noise have made it possible for these facilities to be good neighbors. The county or city government often conducts numerous public meetings and hearings during this phase of the process to engage

the public in identifying potential sites and establishing criteria for their review.

The first task is to determine the size, shape, access, and location requirements of the site. Next, alternative sites that roughly meet the requirements are identified. After evaluating the alternatives using the established criteria, a site is finally selected and acquired.

Participants can see the roles they play in site analysis and selection in exhibit 13.

STEP 6

Site Master Plan

In step 6, participants will—

- Evaluate open space requirements.
- Identify and locate parking requirements.
- Evaluate circulation requirements.
- Develop a security plan.

Step 5 Products

- A site selection report.
- Site acquisition.

Step 6 Products

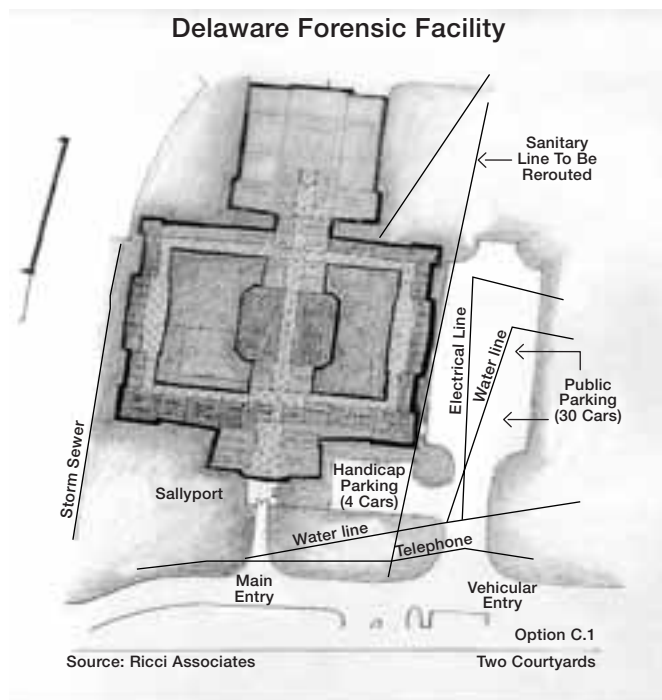
- A final site master plan.
- Environmental reports.
- A security plan.

Step 5: Site Analysis and Selection

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Site advertising	Advise	Advise	Be informed	Coordinate, produce	Advise	Advise
Site selection process	Approve	Advise	Advise	Coordinate	Advise	Advise
Site requirements	Approve	Advise, approve	Advise	Coordinate, produce	Advise, approve	Advise
Site review criteria	Approve	Advise, approve	Advise	Coordinate, produce	Advise, approve	Advise
Site analysis	Be informed	Be informed	Be informed	Coordinate, produce	Be informed	Be informed
Site selection and acquisition	Approve	Advise	Advise	Coordinate	Advise	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Sample Site Master Plan



- Study environmental variables and impacts.
- Complete required U.S. Environmental Protection Agency studies.
- Prepare the final site master plan.

Once the site has been selected, the project manager and consultants determine how the site will be used over the long term and create a site master plan. The site master plan specifies the building footprint, open spaces, parking, circulation routes, and security zones, as shown in exhibit 14.

The plan must also accommodate the possible need for future expansion as well as certain building plan irregularities such as interior recreation spaces. Other factors, such as the need for natural light and recreation yards, also affect site master planning.

Site characteristics, including soil and vegetation types, current uses of the site, elevation statistics,

and environmental impacts, are appraised during this step in the process, and the findings are reported in the site master plan.

Participants can see the roles they play in developing the site master plan in exhibit 15.

exhibit 15

Step 6: Site Plan

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Open space requirements	Approve	Advise	Be informed	Coordinate, produce	Advise	Be informed
Parking requirements	Approve	Advise	Advise	Coordinate, produce	Advise	Be informed
Circulation requirements	Approve	Advise	Be informed	Coordinate, produce	Advise	Be informed
Security plan	Approve	Approve	Be informed	Coordinate, produce	Approve	Be informed
Environmental variables and impacts	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
EPA studies	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Final site master plan	Approve	Advise	Be informed	Coordinate, produce	Approve	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Phase III: Architectural and Engineering Design

STEP 7

Schematic Design

In step 7, participants will—

- Develop the conceptual architectural design.
- Develop preliminary engineering concepts.
- Refine the project budget.
- Refine staffing and operational costs.
- Conduct a preliminary review with applicable agencies.
- Develop a preliminary code review, including state and national building codes such as those mandated by the Americans with Disabilities Act (ADA), Uniformed Building Code, and National Fire Protection Association.
- Review alternative bidding procedures.

The schematic design—the first and the most critical step in the architectural design phase—lays out a general idea of how the facility will be organized. Spaces are defined in terms of size, shape, and relationship to other spaces. Preliminary engineering studies that typically include structural, mechanical, and electrical engineering analyses are conducted during the

schematic design step. A sense of the facility and how it is organized begins to emerge.

Although the facility managers should be involved during all phases of the design, the schematic design step requires that they direct the architects rather than react to or approve their suggestions.

This is when the users first glimpse how the functioning jail will perform. Because 90 percent or more of total expenditures for a correctional facility over its life cycle are for operating expenses, they should pay particular attention to the facility's operating efficiency.

Participants can see the roles they play in developing the schematic design in exhibit 16.

Step 7 Products

- A schematic design and review report.
- A revised project cost estimate.
- A preliminary engineering study.

STEP 8

Design Development

In step 8, participants will—

- Develop and refine the architectural design.

Step 7: Schematic Design

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Conceptual architectural design	Approve	Approve	Be informed	Coordinate	Approve	Be informed
Preliminary engineering concepts	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Budget refinement	Approve	Advise	Be informed	Coordinate, produce	Advise	Be informed
Staffing and operational costs refinement	Approve	Advise	Be informed	Coordinate, produce	Advise	Be informed
Preliminary review with applicable agencies	Be informed	Be informed	Be informed	Coordinate, produce	Be informed	Be informed
Preliminary code review	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Step 8 Products

- General and outline specifications.
- Special design studies.
- Design development drawings.
- A revised project cost estimate.

- Develop outline specifications.
- Conduct special design studies for security and communications systems, kitchen and laundry equipment, graphics and signage, and furniture.
- Select systems and materials.
- Refine the project budget.
- Refine staffing and operational costs.
- Conduct a second review with applicable agencies.
- Conduct a second code review.

The design development step produces detailed and sophisticated drawings of the building, including engineering features. The issues that

are relevant for the facility managers in the previous step are also relevant in this step: The design must continue to be evaluated in terms of its performance and cost. Thus, the managers' active involvement during design development remains critical.

Because correctional facilities must meet the needs of individual cities or counties, they are complex and unique, and the need for special design studies in such areas as security, equipment, food service, or communications may emerge. Such studies are not part of the basic architectural service but may be contracted as additional services.

Participants can see the roles they play in design development in exhibit 17.

Step 8: Design Development

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Architectural design	Approve	Approve	Be informed	Coordinate	Approve	Be informed
Outline specifications	Be informed	Approve	Be informed	Coordinate	Approve	Be informed
Special design studies	Be informed	Advise	Be informed	Coordinate	Advise	Be informed
Systems and materials selection	Be informed	Advise	Be informed	Coordinate	Advise	Be informed
Budget refinement	Approve	Advise	Be informed	Coordinate, produce	Advise	Be informed
Staffing and operational costs refinement	Approve	Advise, approve	Be informed	Coordinate, produce	Advise, approve	Be informed
Second review with applicable agencies	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Second code review	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

STEP 9

Contract Documents

In step 9, participants will develop—

- A complete set of blueprints.
- A complete set of specifications.
- Bidding documents.
- A final project cost estimate.

Contract documents specify what will be built and at what cost. They include the blueprints, specifications, and other highly technical documents that together form the basis for bids and the contract with the builder. Because these documents specify what will be built for the money budgeted, they must reflect exactly what the county or city wants and what the facility needs to operate effectively. Final costing is done at this step.

Participants can see the roles they play in developing contract documents in exhibit 18.

Step 9 Products

- Completed plans (blueprints).
- Completed specifications.
- Bidding documents.
- A final project cost estimate.

Step 9: Contract Documents

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Complete set of plans (blueprints)	Approve	Approve	Be informed	Coordinate, approve	Approve	Be informed
Complete set of specifications	Approve	Approve	Be informed	Coordinate, approve	Approve	Be informed
Bidding documents	Approve	Approve	Be informed	Coordinate, approve	Approve	Be informed
Final project cost estimate	Approve	Approve	Be informed	Coordinate, approve	Approve	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

STEP 10

Agency Approvals

In step 10, participants will—

- Obtain building permits.
- Obtain required agency and funding approvals.

Approvals must be obtained from various regulatory agencies at the city, county, and state levels to ensure that the project meets legal code requirements. The architects usually prepare and submit the documents for agency review and obtain the approvals. This step includes obtaining building permits and getting representatives of the regulatory agencies to sign contract documents.

Participants can see the roles they play in obtaining agency approvals in exhibit 19.

Step 10 Products

Written approvals from these agencies:

- Local planning boards.
- The building inspector.
- The fire department.
- Standards and inspection agencies.
- The historical preservation society.
- Licensing authorities.
- The U.S. Environmental Protection Agency.

Step 10: Agency Approvals

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Building permits	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Local planning board approval	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Building inspector approval	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Fire department approval	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Standards and inspection agency approval	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
EPA approval	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Historical preservation society approval	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Licensing authorities' approval	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Phase IV: Construction

STEP 11

Bidding and Negotiations

In step 11, participants will—

- Develop a plan for bid advertisement.
- Advertise for bids.
- Receive and open bids.
- Select the lowest cost qualified bidder.
- Negotiate a contract.
- Revisit and explore alternative bidding procedures.
- Explore alternative project delivery systems.

Bidding and negotiating are typically part of the architectural service, as stipulated in the standard American Institute of Architects contract.

Once agency approvals are obtained, contract documents are put out to bid. In the

typical procedure, called “design, bid, build,” the architects prepare one set of contract documents for bidding. Multiple bids are received, one is selected,

and a single contractor is hired. In a second procedure, the architects prepare a number of bidding packages that cover various aspects of the project and bids each package. In a third procedure, a variation of the second, the process is put on the fast track: Parts of the project are bid and constructed before other parts are even designed.

Bidding on construction of the correctional facility must comply with the jurisdiction’s procedures for sealed competitive bids. The bidding process eventually produces a construction contract that is negotiated with the winning bidder.

Participants can see the roles they play in bidding and negotiations in exhibit 20.

STEP 12

Onsite Construction

In step 12, participants will—

- Work at the construction site.
- Visit the site and observe construction work.

Step 11 Products

- A bid advertisement plan.
- Signed contract for construction and project delivery.

Step 11: Bidding and Negotiations

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Plan for bid advertisement	Advise	Advise	Be informed	Coordinate, produce	Advise	Be informed
Advertisement for bids	Advise	Be informed	Be informed	Coordinate, produce	Be informed	Be informed
Receiving and opening bids	Approve	Be informed	Be informed	Coordinate	Be informed	Be informed
Selecting the bidder	Approve	Advise	Be informed	Coordinate	Advise	Be informed
Contract negotiation	Approve	Be informed	Be informed	Coordinate	Be informed	Be informed
Alternative bidding procedures	Approve	Advise	Be informed	Coordinate, produce	Advise	Be informed
Alternative project delivery systems	Approve	Advise	Be informed	Coordinate, produce	Advise	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

- Administer construction contracts.
- Develop and approve shop drawings.
- Develop and approve change orders.
- Develop and approve the payment process.
- Test materials and construction.
- Conduct public and user tours.
- Establish the transition team.

Typically, construction begins after 20 months of planning, programming, and design. During this step, the architects and/or the project manager administer the construction contract. They visit the site regularly, check the progress of the work, and interact with the contractor to ensure

that construction is consistent with the specifications. Counties and cities typically have their own agent assigned to fulfill similar responsibilities. Sometimes the jurisdiction releases a percentage of an employee's time to become a "clerk of the works." In other situations, the project manager fulfills this role. In any case, this person must work collaboratively—not competitively—with the architects.

Participants can see the roles they play in construction in exhibit 21.

Step 12 Products

- Shop drawings.
- Change orders.
- A revised project budget.

Step 12: Onsite Construction

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
County commissioners, supervisors, legislators, freeholders, administrator, city/county manager		Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Observation of construction work	Approve	Advise	Be informed	Approve, advise	Advise	Be informed
Construction contract administration	Approve	Be informed	Be informed	Approve	Be informed	Be informed
Shop drawings	Be informed	Be informed	Be informed	Approve	Be informed	Be informed
Change orders	Approve	Be informed	Be informed	Advise	Be informed	Be informed
Payment process	Approve	Be informed	Be informed	Advise	Be informed	Be informed
Materials and construction testing	Be informed	Advise	Be informed	Approve	Advise	Be informed
Public and user tours	Be informed	Advise	Advise	Coordinate	Advise	Advise
Transition team	Approve	Advise	Advise	Coordinate	Advise	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

STEP 13

Construction Completion

In step 13, participants will—

- Develop a final punch list.
- Receive as-built drawings.
- Obtain warranties.
- Obtain technical user manuals.
- Obtain occupancy permits.
- Conduct facility performance testing.

- Develop the move plan.
- Install fixed furniture and equipment.

The architects, contractor, and project manager develop a “punch list,” or list of items that must be completed or repaired. Performance tests are conducted on mechanical, electrical, plumbing, and other systems. Warranties and guarantees on all equipment and furnishings that were installed as well as technical user manuals for equipment and for the facility as a whole are acquired. Most important, the county obtains as-built drawings that reflect the way the

Step 13 Products

- Completed facility.
- A move plan.
- Delivery and installation of fixed furniture and equipment.
- A punch list.
- As-built drawings.
- User manuals.
- An occupancy permit.

facility was actually constructed, rather than the way it was represented on the original blueprints.

Participants can see the roles they play in completing construction in exhibit 22.

exhibit 22

Step 13: Construction Completion

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Final punch list	Be informed	Advise	Be informed	Produce, approve	Advise	Be informed
As-built drawings	Approve	Be informed	Be informed	Approve	Be informed	Be informed
Warranties	Be informed	Be informed	Be informed	Approve	Be informed	Be informed
Technical user manuals	Be informed	Be informed	Be informed	Approve	Be informed	Be informed
Occupancy permits	Be informed	Be informed	Be informed	Coordinate	Be informed	Be informed
Facility performance testing	Be informed	Advise	Be informed	Approve	Advise	Be informed
Move plan	Approve	Approve	Advise	Coordinate, produce	Approve	Be informed
Installing fixed furniture and equipment	Be informed	Advise	Be informed	Coordinate	Advise	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Phase V: Occupancy

STEP 14

Transition and Move-In

In step 14, participants will—

- Develop the final staffing plan.
- Develop staff hiring and training schedules.
- Hire and train new staff.
- Train existing staff.
- Develop policy and procedures manuals.
- Develop facility post orders.
- Install movable furniture and equipment.
- Transfer inmates.
- Initiate the building maintenance program.
- Conduct public relations activities.

Preparing the staff for the move is the most important task of the transition. Staff receives training about the new facility and how it will operate—and whether it will indeed operate as planned. A transition team develops a transition plan to addresses the issues of staff training, equipment testing, the identification and removal of contraband, the transfer of

inmates, and beginning operations within the new building.

Preventive maintenance is a wise investment at the time of transition. Because of the enormous time, effort, and money spent to make the new jail a reality, a preventive maintenance program is initiated to ensure that the facility is maintained and repaired regularly.

Participants can see the roles they play in transition and move-in in exhibit 23.

Step 14 Products

- Complete activation of the facility.
- Policy and procedures manuals.
- Facility post orders.
- A final staffing plan.
- Staff hiring and training schedules.

STEP 15

Occupancy and Operation

In step 15, participants will—

- Occupy the new facility.
- Operate the new facility.
- Maintain and repair the facility as required.
- Conduct annual facility performance reviews.

Step 15 Products

- Annual facility performance reports.
- A postoccupancy evaluation.

Step 14: Transition and Move-In

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Final staffing plan	Approve	Approve	Be informed	Coordinate, produce	Approve	Be informed
New staff hiring and training	Be informed	Advise	Be informed	Coordinate	Advise	Be informed
Existing staff training	Be informed	Advise	Advise	Coordinate	Advise	Be informed
Staff hiring schedule	Approve	Approve	Be informed	Coordinate, produce	Produce, approve	Be informed
Staff training schedule	Be informed	Advise	Be informed	Coordinate, produce	Advise, approve	Be informed
Policy and procedures manuals	Be informed	Approve	Advise	Coordinate	Produce, approve	Be informed
Facility post orders	Be informed	Approve	Be informed	Coordinate	Produce, approve	Be informed
Movable furniture and equipment installation	Be informed	Advise	Be informed	Coordinate, produce	Advise	Be informed
Inmate transfer	Approve	Approve	Advise	Coordinate	Approve	Be informed
Building maintenance program	Be informed	Be informed	Be informed	Approve	Be informed	Be informed
Public relations activities	Advise	Advise	Advise	Coordinate	Advise	Advise

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

Staff and inmates move into new correctional facilities an average of 38 months after they are begun. Facility managers must continuously monitor the facility master plan and the criminal justice master plan and evaluate the operations of the facility against these plans to ensure that the facility is used properly. Jails can fill up

or become overcrowded quickly unless monitored continuously. Any policy departures from the original plans must not overcrowd the new facility.

Participants can see the roles they play in occupying and operating the facility in exhibit 24.

Step 15: Occupancy and Operation

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Occupying the new facility	Be informed	Advise	Be informed	Produce, approve	Advise	Be informed
Operating the new facility	Approve	Approve	Be informed	Approve	Approve	Be informed
Maintaining and repairing the facility	Be informed	Advise	Be informed	Coordinate	Advise	Be informed
Annual facility performance reviews	Be informed	Advise	Be informed	Coordinate	Advise	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

STEP 16

Obsolescence and Renovation

In step 16, participants will—

- Review the building's performance.
- Evaluate the future life of the building.
- Develop renovation options.

Eventually, the facility will begin to age and conflicts will arise between the desired operations

and goals and the actual performance of the building. At this phase it is important to reassess the building's potential and the anticipated life of the structure. Although obsolescence of the building is inevitable, incorporating flexibility in the design will help minimize future problems.

Participants can see the roles they play in the renovation of the facility in exhibit 25.

Step 16 Products

- Complaint reports.
- Grand jury reports.
- Facility inspection reports.
- A building evaluation study.
- Renovations, additions, or new facility reports.

Step 16: Obsolescence and Renovation

Task Area*	Elected and Appointed Officials	Facility Managers	Judicial Agencies	Project Manager	Planning Committee	Community Advisory Committee
	County commissioners, supervisors, legislators, freeholders, administrator, city/county manager	Sheriff, jail administrator, warden, director of corrections, corrections staff	Courts, prosecutor, defense attorney, probation, parole, pretrial services	Corrections staff, engineer, city planner, county architect, correctional planner	Elected and appointed officials, facility managers, judicial agencies, project manager	Victim advocate, business leaders, clergy, educators, elected officials
Review of building performance	Be informed	Advise	Advise	Coordinate, produce	Advise	Be informed
Evaluation of future life of the building	Advise, approve,	Advise	Advise	Coordinate, produce	Advise	Be informed
Renovation options	Advise, approve	Advise	Advise	Coordinate, produce	Advise	Be informed

* Architects, corrections planners, technical advisors, and other consultants may assist with any and all tasks.

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